MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

BMG 1014 – MANAGEMENT

(All Sections / Groups)

15 OCTOBER 2015
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and **12** pages (inclusive of the cover page).

2. **SECTION A** contains FIFTY (50) multiple-choice questions (worth 50 marks). **Answer ALL questions**. Please indicate your answers in the *multiple-choice answer sheet* provided.

3. **SECTION B** contains THREE (3) essay questions. **Answer ALL questions** (worth 50 marks). Write your answers in the *Answer Booklet* provided.

SECTION A (50 MARKS): Answer ALL Questions

Identify the letter of the choice that best completes the statement or answers the question. Shade your choice of answer in the *multiple-choice answer sheet* provided.

1. Goals are different from plans because _____.
   A) goals are important only for small companies, and plans are important only for large companies
   B) goals are desired outcomes, and plans describe how those outcomes will be accomplished
   C) goals identify specific steps that the organization needs to achieve, and plans identify the overall mission of the organization
   D) goals describe financial objectives, and plans describe objectives related to social responsibility

2. Robert Downey is in the process of setting up a small community newspaper in his home town of Cyberjaya, Selangor. As a first step, he sets the following goal for his company: "To be a champion for free speech and for the development of the community." This goal is to appear clearly on top of every page of the newspaper. The above goal constitutes the _____ goal of the company.
   A) operational
   B) financial
   C) informal
   D) strategic

3. Amelina, a single parent, is looking for a new job. Considering that she has two school-going children, she is particularly keen on finding an employer who can provide her with alternative work arrangements such as flexible work hours and telecommuting. In terms of the decision-making process, these represent Amelina's _____.
   A) alternatives
   B) heuristics
   C) problems
   D) decision criteria

4. It is assumed that a rational decision maker _____.
   A) is unaware of all the possible alternatives and consequences
   B) faces unclear and ambiguous problems
   C) is fully objective and logical
   D) is limited by his or her ability to process information

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5. In the decision-making process, after allocating weights to the decision criteria, the decision-maker must then _____.
   A) list viable alternatives that could resolve the problem
   B) rate all alternatives that could solve the problem using the decision criteria
   C) evaluate each alternative that could resolve the problem
   D) allocate weights to each alternative that could resolve the problem

6. Tony is hunting for a new apartment. He is specifically looking for one that is located in the heart of the city and should be available for RM600 per month. However, Tony is also willing to pay up to RM850 per month for a place that is situated slighted away from the city center. According to him, the second option "will also do." This is an example of _____.
   A) rational decision making
   B) bounded rationality
   C) non linear thinking
   D) intuitive decision making

7. A(n) _____ decision is a repetitive decision that can be handled by a routine approach.
   A) organic
   B) nonprogrammed
   C) programmed
   D) nonlinear

8. The process of dividing work activities into separate job tasks is known as _____.
   A) differentiation
   B) chain of command
   C) span of control
   D) work specialization

9. _____ is a situation where a manager has the ability to make accurate decisions because the outcome of every alternative is known.
   A) Certainty
   B) Contingency
   C) Risk
   D) Bureaucracy

10. Network organizations _____.
    A) have rigid and clearly defined boundaries
    B) are also called modular organizations by manufacturing firms
    C) generally fail to develop their core competencies
    D) tend to perform all work activities in-house

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11. Which of the following is an example of a policy?
    A) Smoking and the consumption of alcohol are strictly prohibited inside the work premises.
    B) Employees working with power tools must wear safety glasses at all times.
    C) We are an equal opportunity employer with a diverse workforce. We do not discriminate against employees and applicants on the basis of sex, race, color, religion, national origin, age, disability, marital status, sexual orientation or veteran status.
    D) Before going on a leave of absence, fill up the application form available on the company's online leave management system. All applications will be approved/rejected within two days by the employee's immediate supervisor.

12. Which of the following factors would require a more decentralized organizational structure?
    A) when the lower-level managers are not capable of making decisions
    B) when the decisions to be made are not significant
    C) when the lower-level managers want a voice in decisions
    D) when the company is large

13. Petroleum and Oil Corporation (PAOC) began as a relatively small oil company. As PAOC has grown, the company has gained a highly trained group of managers and analysts at the corporate headquarters. This group is highly adaptive in its structure. Members of this group do not have standardized jobs, but are empowered to handle diverse job activities and problems. PAOC seems to have a(n) _____ structure.
    A) mechanistic
    B) divisional
    C) organic
    D) functional

14. Which of the following is a characteristic of a matrix organization?
    A) It conforms to the unity of command principle.
    B) It has formal departments to which employees return after completing a project.
    C) It is free of both internal and external boundaries.
    D) It consists of outside specialists who are temporarily hired to work on projects.

15. A temporary committee formed to tackle a specific short-term problem affecting several departments is known as a _____.
    A) task force
    B) joint venture
    C) strategic partnership
    D) community of practice

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16. Which of the following is an advantage of open innovation?
    A) It gives customers a voice and allows them to be heard.
    B) It requires few, if any, changes in the way knowledge is shared.
    C) It requires minimal support from top management.
    D) It can be implemented even if the organization follows a rigid structure.

Questions 17 and 18 are based on the following scenario - Fabulous Donuts

Since the integration of two new stores in Cyberjaya, Selangor, Fabulous Donuts has recognized that there is a need for reengineering the entire organization. The main need is to install new state-of-the-art kitchen equipment in the seven remaining stores, and then dispose of all old equipment to a salvage dealer or else incur a loss. The employees will have to be trained to operate the new computer programmed equipment. Fred is setting up the main store as a training store. Employees from the other stores will train at the main store for five days while their respective store's equipment is being converted. The regular employees from the main store have the responsibility of instructing the classes or overseeing the installation of the new equipment and testing its operation before that store's employees return from training. The organization is also replacing the old employee reporting system. Ordering of materials will now be done by an intranet. Firdaus has promised that no one will lose his or her job because of the organizational changes. He estimates that when the employees get to the computer programming training, as many as 10 percent of the current employees will resign or retire. He also thinks that opening a new store in Serdang, will absorb the excess employees.

17. The installation of the new equipment at Fabulous Donuts, is an example of _____.
    A) structural change
    B) technological change
    C) people change
    D) management change

18. Which of the following courses of actions is best for Firdaus and the team leaders to practice if they need to overcome employee resistance?
    A) threaten the employees who resist the change
    B) present distorted facts to the employees
    C) educate employees and communicate with them
    D) terminate employees who resist the change

19. Which of the following is an example of a high-performance work practice?
    A) closed communication
    B) skill-based compensation
    C) centralized decision making
    D) self-managed teams

Continued ...

20. Which of the following steps in human resource management helps retain competent and high-performing employees?
A) selecting
B) orientation and selection
C) training
D) performance management

21. A _____ selection device indicates that the device measures the same thing consistently.
A) valid
B) subjective
C) reliable
D) potent

22. Vincent, a human resources manager, wants to let potential candidates know about the minimum qualifications that they should possess in order to successfully perform the jobs they have applied for. What should he do?
A) He should frame a job specification.
B) He should frame a job description.
C) He should do a job satisfaction survey.
D) He should do a job analysis.

23. Adrian is a candidate for an automotive mechanic's position. He is asked to deconstruct and reconstruct part of an engine motor to demonstrate his skill. This is an an example of a(n) _____.
A) intelligence test
B) performance-simulation test
C) psychometric test
D) spatial test

24. Which of the following is a type of general training provided by organizations?
A) public speaking
B) customer education
C) managing change
D) customer service

25. A _____ is a method of performance appraisal where each employee is rated in comparison to other employees in his work group.
A) critical incident
B) multiperson comparison
C) graphic rating scale
D) behaviorally anchored rating scale

Continued ...

26. The _____ style of leadership describes a leader who tends to involve employees in decision making, delegate authority, encourage participation in deciding work methods and goals, and use feedback as an opportunity for coaching employees.
A) democratic
B) autocratic
C) cultural
D) laissez-faire

27. According to the Ohio State studies, which of the following dimensions of leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?
A) Consideration structure
B) Psychological structure
C) Intelligence structure
D) Initiating structure

28. At Fallergy Inc., Jason is the head of the marketing department. However, he is not in the habit of deciding everything on his own. He involves his team in the decision-making process as much as possible. He believes in communicating clearly and is always ready to help his team to get the best out of them. Jeremy's leadership style will be classified as which of the following?
A) participating
B) selling
C) delegating
D) telling

29. Fiedler's term _____ refers to the degree of influence a leader has over power-based activities.
A) responsibility
B) leader-member relations
C) task structure
D) position power

30. Which of the following leadership styles describes a leader who provides little direction or support?
A) selling
B) participating
C) telling
D) delegating

Continued ...

31. According to the path-goal theory, a manager who consults with subordinates and uses their suggestions exhibits what type of leadership behavior?
A) directive
B) achievement oriented
C) supportive
D) participative

32. Serena Williams, an enthusiastic and confident lady, was appointed to head a team of market researchers at a time when there was considerable unrest within the team. Under her guidance, however, the team's performance improved drastically. They not only did their job well but also learned to resolve their personal differences in the interest of their work. Joanna can be described as a(n) _____ leader.
A) authoritative
B) telling
C) participative
D) charismatic

33. Adam Sandler is the manager at a department store. He has 20 employees working under him who are mostly unhappy and discontented with the way he threatens them for even minor errors. Which of the following statements is likely to be true about Adam?
A) Adam is using coercive power to get the job done.
B) Adam is a telling leader.
C) Adam is a transactional leader.
D) Adam is using referent power to get the job done.

34. McGregor's Theory X assumes that employees _____.
A) need to be closely controlled to work effectively
B) exercise self-direction
C) seek out and accept responsibility
D) enjoy work

35. The equity theory proposes that _____.
A) an employee compares his or her job's input–outcomes ratio with that of relevant others and then corrects any inequity
B) employees are more likely to show initiative at work if they are more involved in decisions that affect their work
C) offering employees part of the company's shares, or equity, motivates them to do their best because their performance directly ties in with the company's
D) employees expect that exerting a given amount of effort will lead to a certain level of performance and will be demotivated if that does not happen

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36. For communication to be successful, meaning must be imparted and _____.
A) force action from the receiver
B) received by the other person
C) understood by the receiver
D) feedback must be established

37. Which of the following is an example of noise?
A) sending unsolicited sales messages to prospects
B) thinking about the party you attended last night while sitting in a lecture
C) adding your contact information at the end of an e-mail message
D) leaving a message on the answering machine when you cannot reach someone

38. Lana sent a text message to Lois telling her that she would come by to pick her up after work so they could go shopping. Lois, however, made other plans for the evening thinking Lana was talking about going shopping the next day. Which of the following best explains what went wrong with the communication?
A) Lana used a wrong channel of communication.
B) Scanability of the message was poor.
C) The complexity capacity of text messaging is poor.
D) Lois decoded the message incorrectly.

39. _____ is the deliberate manipulation of information to make it appear more favorable to the receiver.
A) Encoding
B) Filtering
C) Diagonal communication
D) Lateral communication

40. Listening for full meaning without making premature judgments or interpretations is called _____.
A) decoding
B) active listening
C) lateral communication
D) passive hearing

41. Organizational communication that is not defined by the organization's structural hierarchy is known as _____ communication.
A) controlled
B) informal
C) external
D) passive

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42. In an effort to improve communication within the Logistics department of a large organization, the department head puts a suggestion box at the door and invites employees to communicate their thoughts, ideas, concerns, or grievances to the managers in the department. Which of the following methods of communication is he encouraging?
A) lateral
B) diagonal
C) downward
D) upward

43. Which of the following management responsibilities determines if organizational goals are being achieved?
A) designing the organization's structure
B) measuring firm performance
C) motivating employees
D) formulating business strategy

44. Which of the following sources of information for measuring performance has the disadvantage of being subject to personal biases, and is time consuming and obtrusive?
A) written reports
B) oral reports
C) statistical reports
D) personal observations

45. An organization hires additional personnel as soon as they get a major contract. The organization is using _____ control.
A) management
B) feedforward
C) feedback
D) concurrent

46. The _____ approach to performance measurement was introduced as a way to evaluate organizational performance from more than just the financial perspective.
A) balanced scorecard
B) market value
C) economic value
D) financial control

47. _____ corrects the problem at once to get performance back on track.
A) Revision of standards
B) Immediate corrective action
C) Revision of benchmarks
D) Basic corrective action

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Questions 48 and 49 are based on the following scenario – Employee Theft

Zetty is the product manager of an energy company which operates in Malaysia. She is concerned about the increased employee theft observed in the factory. A study has shown that RM30,000 worth of merchandise was accounted to employee theft in the year 2014.

48. Zetty consults a criminologist to identify the reasons for employee thefts. Which of the following is the most likely interpretation that the criminologist would present?
    A) People have financial-based pressures which motivate them to steal.
    B) People steal because the opportunity presents itself through lax controls.
    C) People steal because they can rationalize whatever they're doing.
    D) Favourable circumstances tempt people to commit crimes.

49. Zetty wants to take corrective measures to prevent future theft. Which of the following is a feedback tactic that Zetty could use to control theft?
    A) Educate and train employees about the policies
    B) Openly communicate the costs of stealing
    C) Use corporate hotlines for reporting incidences
    D) Use the services of professional investigators

50. Corporate governance _____.
    A) is a system used to govern a corporation so that the interests of corporate owners are protected
    B) refers to the negative influence of the corporation in society
    C) refers to executive governance practices in companies
    D) is a term that refers to legal agreements made between two or more partner firms

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SECTION B (50 MARKS): Answer ALL questions.
Write your answers in the *answer booklet* provided.

Question 1

Discuss the differences between *single-use plans* and *standing plans*. Include specific examples of each to support your answer

(10 marks)

Question 2

Discuss in detail any FOUR (4) reasons why people *resist changes*.

(20 marks)

Question 3

As the Senior Manager at the Human Resource Department of your company, you have been tasked to hire an executive who will help develop the company's sales and marketing division. This executive must be a 'team player' who can work with other executives. The successful candidate will also delegate more responsibility to the marketing professionals, but is responsible for making tough decisions regarding allocation of limited budgets. Define and describe in detail the level of *need for achievement*, *need for affiliation*, and *need for power* that the ideal candidate should have in order to excel in this position.

(20 marks)

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